Workplace Design and Employee Happiness- A Study of IT Sector in Indore

A Revised Synopsis Submitted to

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1. INTRODUCTION

"The essential goals of any business organization, such as production and retention of staff, are connected to happiness; what makes them unique is that here is also an immediate impact to the quality of employees' lives." – **Dr. Michael O'Neill, Haworth, Inc.**

Workplace design plays a crucial role in shaping the overall well-being and happiness of employees. In today's competitive business landscape, organizations are increasingly recognizing the significance of creating work environments that promote employee satisfaction, engagement, and productivity. This understanding has led to a growing body of research exploring the relationship between workplace design and employee happiness across various sectors specially in IT sector.

The goal of workplace design is to create a space that promotes employee engagement, satisfaction, and overall performance. It recognizes that the physical environment can greatly impact an individual's mindset, motivation, and ability to work effectively. A well-designed workplace can enhance creativity, foster teamwork, and provide a sense of belonging and purpose.

Modern workplace designs often prioritize open layouts, flexible spaces, and the integration of technology. Open floor plans promote transparency, communication, and interaction among employees, facilitating collaboration and the exchange of ideas. Flexible spaces, such as hot-desking or co-working areas, cater to different work styles and enable individuals to choose the most suitable environment for their tasks. Integration of technology, such as smart devices, video conferencing systems, and productivity tools, enables seamless communication and empowers employees to work efficiently.

In addition to functionality, workplace design also impacts employee well-being and happiness. It takes into account factors like ergonomics, natural lighting, acoustics, and access to green spaces. Ergonomically designed furniture and equipment minimize physical strain and promote good posture, reducing the risk of injuries and fatigue. Natural lighting and well-controlled acoustics contribute to a pleasant and comfortable work atmosphere. Incorporating elements of nature, such as plants and outdoor spaces, can enhance mood, reduce stress, and increase productivity.

Furthermore, workplace design is evolving to accommodate the changing needs and expectations of the workforce. With the rise of remote work and flexible schedules, organizations are adapting their design strategies to create hybrid work environments that cater to both in-person and remote collaboration. This may involve incorporating technology that facilitates virtual meetings and seamless communication between on-site and remote employees.

This study aims to investigate the impact of workplace design on employee happiness within the IT sectors in Indore. By examining various elements of workplace design, such as physical layout, lighting, noise levels, ergonomic considerations, and social interactions, we seek to identify the key factors that contribute to employee happiness in IT sector.

2. LITERATURE SURVEY

2.1 Workplace Design

One aspect that significantly impacts employee happiness is workplace design. Workplace design refers to the intentional arrangement and organization of physical and social elements within a work environment to optimize employee well-being, satisfaction, and performance. It encompasses various factors such as the physical layout, aesthetics, ergonomics, technology integration, and social dynamics of the workplace.

Research in the field of organizational psychology and management has demonstrated the influence of workplace design on employee happiness. Studies have shown that a well-designed workplace can enhance employee morale, job satisfaction, and overall happiness. It can create an environment that promotes collaboration, creativity, and a sense of belonging, thereby positively impacting employees' psychological well-being.

The physical aspects of workplace design, such as office layout, lighting, color schemes, and ergonomic considerations, play a vital role in creating a comfortable and conducive work environment. A well-designed workspace that prioritizes natural light, comfortable furniture, and adequate space can enhance employee comfort and reduce stress levels, contributing to their happiness and well-being.

Researchers define workplace design as the intentional planning, arrangement, and organization of physical and social elements within a work environment to promote employee well-being, productivity, and satisfaction. It involves the strategic consideration of factors such as spatial layout, furniture and equipment selection, lighting, acoustics, aesthetics, ergonomics, and social dynamics.

In a research paper by Gregory (2017), workplace design is defined as the intentional arrangement and organization of physical and social elements within a work environment to support employee well-being, productivity, and satisfaction. The authors highlight the importance of considering various factors in workplace design, including the physical layout, aesthetics, ergonomics, technology integration, and social dynamics. According to their research, effective workplace design can have a significant impact on employee outcomes. A well-designed workplace promotes positive employee experiences, enhances collaboration and communication, reduces stress and fatigue, and improves overall job satisfaction. It can also contribute to increased productivity, creativity, and innovation.

Research by Roffey (2018) highlights that workplace design includes the physical layout, interior design, and architectural features of the workspace. It also incorporates elements such as environmental sustainability, flexibility, and the creation of spaces that enable employees to engage in different work activities and tasks.

Additionally, researchers emphasize the importance of considering social aspects in workplace design. The relationships between colleagues, access to social support, and opportunities for collaboration and interaction are essential factors in creating a positive work environment (Hassan et al., 2020).

Overall, researchers acknowledge that workplace design is a multidimensional concept that involves careful planning and consideration of the physical, environmental, and social aspects of workplace. It aims to create a space that enhances employee well-being, fosters collaboration and productivity, and aligns with the organization's goals and values.

The most observable and advantageous aspect of a company may be its well-organized workplace; in addition, a good workplace can convey to everyone—including employees—a strong, authoritative, energising, and enjoyable brand image. Employees that are satisfied with

their place of work and departmental design produce higher results, outcomes, and productivity, according to various studies (Leather, Beale, & Sullivan (2003).

In order to decrease orthopedic risk factors and symptoms of musculoskeletal disorders among female employees of a semiconductor production room, Lin & Chan (2007) redesigned the workstations to be more ergonomic. The researchers identify the most common and urgent ergonomic concerns that need to be resolved and alter the workplace layout to reduce ergonomic hazards through walk-through inspections of the place of employment, discussions with company managers, and use of NIOSH analysis.

As Yerkes-Dodson fundamental theory Yerkes & Dodson (1908) and Herzberg's Motivation-Hygiene Theory Herzberg (1959), According to the notion, there is a link between performance and arousal or excitement (Yerkes-Dodson, 1908). According to this notion, if a person feels motivated, he or she can perform better, resulting in a higher level of engagement. According to Yerkes-Dodson Theory, extroverts with an optimal state of arousal prefer exciting and exhilarating challenges. Introverts, on the other hand, have a high level of stress arousal. The Motivation-Hygiene hypothesis of Herzberg outlines the variables that inspire an individual. According to Ball (2003), this motivation theory is a two-factor content theory, which includes cleanliness and incentive aspects.

In the context of this research, Yerkes-Dodson (1908) theory believes that in order to maximise coworker performance, they must develop a nature-like design with ocean, trees, and mountains in the background. According to Oseland (2009), "stimulating environments with vibrant colours and a buzz of activity can improve the performance of extroverts or those performing simple or complex tasks." As a result, the better the stimulating workplace design the higher coworker performance and arousal. On the other hand, Herzberg's satisfiers such as accomplishment and appreciation motivate coworkers to work harder, whereas "dissatisfiers" such as dull colour designs, poor thermal comfort, and no access to flexible equipment can lead to dissatisfaction and reduced performance (Oseland, 2009).

2.2 Employee Happiness

Employee happiness is often described as a positive emotional state experienced by individuals in the workplace. It includes feelings of satisfaction, contentment, engagement, and fulfillment. Researchers employ various methods to measure employee happiness.

Horn (2004) described employee happiness as the thorough assessment of behavior, motivation, cognition, emotion, body, and mind in the course of work. Employee happiness, according to Grant and Price (2007), is a psychological condition in which workers believe their personal value has been achieved and their positive emotions are significantly stronger than their negative ones. Employee happiness, according to Miao Yuanjiang (2009), is the outcome of employees' perceptions of their happiness at work, primarily encompassing their perception, emotion, appraisal, and motivation.

The Employee Happiness Index research examines factors affecting employee wellbeing and job satisfaction, focusing on workplace variables like corporate culture, work-life balance, employee benefits, job security, and performance. The study selected 40% of the manufacturing and maintenance division population using a descriptive design and Cronbach's Alpha. Employee engagement is measured by the degree to which employees are invested in their jobs and company. The study found that 50% of workers were satisfied with management, but some expressed concerns about their professional status and employment (Olive and Clayton 2023)

Employee welfare and happiness are sometimes consigned to footnotes in HR reports, yet as the "Happiness Index" of employees shows, having a healthy workplace culture has enormous advantages for both individuals and enterprises. According to Sergey Parkhomenko, it depends upon the working environment, motivation, and personal issues.

More employees will arrive at work if they are content with their jobs, as some people work because they want to advance their company rather than out of necessity. Employees that are happy with their jobs and the organization as a whole are more likely to be passionate about their work. An environment that is conducive to work is one where employees are happy. Numerous studies show that happy individuals succeed in a wide range of life areas, including relationships, income potential, efficiency at work, and wellness.

A good work environment is necessary. An enjoyable workplace promotes relationships among staff, enhances wellbeing, and eventually boosts productivity. Employee happiness is important to the firm, and this study examines employee happiness in a number of areas, including job satisfaction, dedication, empowerment, engagement, and work-life balance.

Employee happiness has emerged as a critical factor in organizational success and employee well-being. Organizations are increasingly recognizing the significance of creating a positive work environment that fosters employee happiness, as it directly influences employee engagement, productivity, and retention.

The study by Warr, Cook, and Wall (1991) highlights the significance of job satisfaction and psychological well-being for individuals' overall quality of life and work experiences. By providing standardized measurement tools, the authors enable researchers and practitioners to assess and compare employee happiness across different contexts and populations.

Lyubomirsky and Diener's (2005) study provides compelling evidence for the positive relationship between happiness and success. The meta-analysis underscores the benefits of frequent positive affect in various domains and highlights the potential mechanisms through which happiness influences individual outcomes. The findings support the notion that happiness is not just a consequence of success but also a catalyst for it, emphasizing the importance of cultivating positive emotions and well-being for personal and professional flourishing.

In Bartoli, India, Neha (2021) did a study on the "Employees Happiness Index at Workplace."
A real-time monitoring tool that examines employee comments is the act Happiness Index. Those who are content with their lives live longer. They typically have greater comfort skills and stronger immune systems. Examining several elements that affect employee happiness at work and quantifying employee happiness at work are the goals of this study. The study's findings suggest that organizational variables. Factors like job satisfaction and general well-being have a big impact on employee contentment at work. While other elements. People and organizational characteristics did not significantly affect how much employees enjoyed their jobs. The study demonstrates a positive indication of overall employee satisfaction at work.

When there's a work-life balance, anyone can live a happy, healthy, and successful life. Indeed, persons desiring to live a good quality of life now place a high priority on work-life balance (Breitenecker and Shah, 2018). Many people have articulated the idea of work-life balance, and for the most majority of people, work consists of the official tasks that people must complete when performing a certain job.

The relationship between employee satisfaction and workplace productivity hasn't been conclusively shown. Nevertheless, it is widely accepted that content workers are more likely to be productive workers (Joo and Lee, 2017, Abualoush et al., 2017). Maintaining employees' health and ability to work long hours effectively is a major concern for human resource management. Engaging employees at work is one sign of excellent mental health (Nielsen et al., 2008). Employee health—both physical and mental—is crucial, and studies have shown that employee health affects an organization's success.

Bataineh (2019) examines the relationship between work-life balance and employee performance, aiming to improve productivity and job satisfaction. A mixed-methods approach, including surveys and interviews, found a positive correlation between work-life balance and employee performance. Happiness at work is strongly associated with increased motivation, creativity, and job satisfaction. Organizations can benefit from promoting work-life balance, fostering happiness, and creating a positive work culture to improve employee satisfaction and overall performance.

Employee Happiness at Work in Thailand's Small and Medium-sized Enterprises was the subject of research by Chaiprasit & Santidhirakul (2011). The primary goal of the research was to assess the factors that influence employee happiness and level of contentment at work. They used a descriptive survey research design in this investigation. A sample of 300 staff members was chosen for the investigation. Finally, they concluded that relationships, work life quality, and leadership were three characteristics that contributed to and predicted workplace happiness.

Khurram & Kiran (2018) did a study and the primary goal of the study was to determine the association between internal workplace flexibility and employee happiness. They used an explanatory research design in this study. A random group of 358 employees was chosen for the study. Finally, they found that giving employees the freedom to choose when, where, what,

and how they work increases employee commitment, engagement, satisfaction, and thus happiness.

Hafizah & Wafa (2020) conducted a study and the study's major goal was to evaluate whether there was a substantial difference in happiness at work across job status and income level, as well as to investigate the connection between social support, employment circumstances, and happiness at work. They used a descriptive survey research in this investigation. A random group of 106 workers was selected for the study. Finally, they determined that there was a significant difference in workplace pleasure between job status and earnings level of workers.

Kun & Gadanecz (2019) carried out a study and the primary goal of the study was to evaluate the association between teachers' psychological resources and workplace well-being and reported workplace happiness using the notion of psychological capital. In this study, they used a descriptive survey as well as qualitative and quantitative research designs. A group of 297 employees was chosen for the study. Finally, they stated that future efforts to improve employee well-being must examine positive contributing variables and take a proactive approach to encouraging well-being.

Rao, Lakshmi & Goswami (2017) conducted a study that the study's major goal was to establish a measure of happiness, the impact of intrinsic and extrinsic factors, and work-life difficulties on employee satisfaction. They used a descriptive survey research design in this investigation. A random sample of 53 employees was chosen for the investigation. Finally, they found that workplace pleasure is generated from all three components, namely extrinsic, intrinsic, and work life. Happiness is influenced by one's age. Work-life difficulties are intrinsic during the early stages of employment and external as one gets older. Employee contentment is increased in organisations that offer flexible working hours.

2.3 IT Sector

The IT sector, as a workplace, refers to the physical and virtual environment where information technology-related activities are conducted. It encompasses organizations that specialize in software development, hardware manufacturing, telecommunications, IT consulting, and other technology-related services.

Workplace design in the IT sector is crucial to creating an environment that fosters innovation, productivity, and collaboration among employees. Here are some key aspects of workplace design in the IT sector:

1 Office Layout: IT workplaces often adopt open-plan office layouts that promote communication and collaboration among team members. This layout allows for easy interaction, idea sharing, and quick problem-solving. Additionally, dedicated spaces such as meeting rooms, brainstorming areas, and quiet zones may be incorporated to support different work requirements.

2 Technology Infrastructure: As the IT sector heavily relies on technology, the workplace design includes robust technology infrastructure. This includes high-speed internet connectivity, advanced networking systems, state-of-the-art hardware and software, and access to necessary tools and resources for software development and testing.

3 Ergonomics and Comfort: Considering the long hours spent working with computers and other equipment, ergonomic considerations are essential in IT workplaces. Adjustable desks and chairs, ergonomic keyboards, proper lighting, and adequate ventilation are provided to ensure employee comfort and well-being, reducing the risk of musculoskeletal issues and promoting productivity.

4 Collaboration Spaces: IT workplaces often incorporate dedicated collaboration spaces where employees can come together for discussions, brainstorming sessions, and teamwork. These spaces may include meeting rooms equipped with technology for presentations, video conferencing facilities, and interactive whiteboards to facilitate effective collaboration among teams.

5 Flexibility and Remote Work: The IT sector often embraces flexible work arrangements and remote work options. Workplace design may include areas designated for remote workers, hot-desking arrangements, and technology that enable seamless communication and collaboration among distributed teams.

6 Innovation Zones: Given the nature of the IT sector, workplaces often have designated innovation zones or labs where employees can experiment, prototype, and develop new technologies and solutions. These areas provide an environment that encourages creativity and out-of-the-box thinking.

7 Recreational and Relaxation Areas: To promote employee well-being and work-life balance, IT workplaces may include recreational and relaxation areas. These spaces may have amenities such as game rooms, lounges, fitness facilities, and outdoor areas that allow employees to recharge and relax during breaks.

According to Bhalla (2018) employee engagement is increasingly important in the workplace, and employers can create a positive psychological environment by identifying factors that boost engagement. True engagement involves understanding and commitment to business success, job satisfaction, and advocacy for the organization's products and brand. IT sector organizations should ensure dynamic work relationships, allowing employees to express themselves physically, cognitively, and emotionally. The study highlights the importance of organization-employee and supervisor-employee relationships, indicating employees are aware of expectations and organizations encourage information sharing.

Inayat & Khan (2021) examined the relationship between job satisfaction and employee performance. Results showed no significant association with gender, qualifications, family system, or marital status. Job satisfaction was significantly correlated with employees' occupations, with medical doctors being more satisfied. The study suggests organizations should consider job satisfaction factors to improve employee performance, including quality of work, productivity, and leadership qualities.

Saha (2016) states that IT companies recognize the benefits of improved work designs. Managers believe these practices boost employee morale, motivation, and engagement. Good work designs help employers recruit and retain well-qualified employees, and any improvements in employee well-being benefit employers. These tools are valuable for managers to improve employee productivity and wellbeing, ultimately reducing healthcare costs.

Soundarapandiyan, Praveen Kumar & Kirupa Priyadarshini (2018) suggests that fun at work directly and indirectly affects employee behaviors, including organizational citizenship behavior, task performance, and job satisfaction. Affective and cognitive mechanisms play a role in the overall process. Individuals reporting higher levels of fun at work are more likely to be in a better mood, more engaged, and exhibit greater creative performance. The study encourages further research and encourages employees to consider the implications of a fun working environment for increased employee productivity.

Harshini & Sreeya (2022) Workplace fun is an energy booster for all employees who are stressed out by their jobs. It is also very important to increase employee performance. It is critical that the company provide a healthy and happy work environment in order for productivity to rise. To improve them, management might focus on new ideas such as management games, sports, and establishing hangout spaces on campus, among other things. Working with fun enlightens staff and keeps the company alive.

According to Chandrasekar (2011), an organisation must pay attention to creating an atmosphere at work that promotes employees' abilities to become more efficient in order to increase revenues for the organisation. He also believed that human-to-human contacts and relationships are more important than money in total job happiness, whereas managerial skills, time, and energy are all required to improve the overall success of the organisation in the contemporary day.

Abdul Raziq & Maulabakhsha (2014) states that the working environment significantly impacts employee job satisfaction and productivity. Bad working conditions hinder employees' ability to reach their full potential, making it crucial for businesses to prioritize a good working environment. By taking the working environment seriously, businesses can increase

motivation and commitment, leading to better results and better performance. A relaxed and free environment without burdens or pressures can lead to better performance and economic growth.

El-Zeiny (2011) shows that workplace interior design significantly impacts employees' performance. Furniture, plants, and flowers are highly valued by female employees, while male employees are less concerned. Female employees are more affected by temperature and spatial arrangement, while males are more concerned with privacy. Baby boom employees are more satisfied with their workplace environment, while generation Y employees are more concerned with plants and outside views. Good workplace interior design positively impacts employee performance and productivity.

More than ever, workplace interior design should pay close attention to employee engagement. The millennial generation (born 1980–2000) is the newest and largest working generation, and they are also the least engaged workers in history (Tru space, 2017). By 2025, it is estimated that this generation would account for 75% of the global workforce.

According to studies, employing interior design methods that emphasize workplace flexibility might help millennial employees achieve high levels of job satisfaction and productivity (Adkins & Rigoni (2016)). A company's performance outcomes, such as employee retention, profitability, customer loyalty, and safety, are improved by having engaged personnel. This result in revenue growth that is higher than the industry average Markos & Sridevi (2010).

Maintaining millennial employees' engagement at work requires paying close attention to interior design methods specifically by researching their life experiences, characteristics, and how it connects with their ideals. Furthermore, given the length of time millennial spend at work; there is a substantial opportunity to influence millennial employee engagement. 73% of millennial employees in a Man Power Group study that polled 19,000 people in 25 countries are working more than 40 hours per week, according to the findings Manpower Group. (2016).

3. RATIONALE OF THE STUDY

Societies across the word are putting great emphasis on psychological well-being and happiness of citizens. Traditionally, employers have been making efforts to continuously enhance the level of various aspects which have a direct bearing on productivity and business performance. Existing literature revealed that job satisfactions and psychological well-being have strong impact on employee contentment at work and improves quality of life, which in turn has a positive relationship with happiness and success. A healthy workplace culture facilitates tremendous advantages for both employees and employer. Literature also reports several research works that established various factors that impact happiness at work, and which do not have a significant impact. Most of these factors cover organizational aspects such as job status, earning level of employees, and organization culture, which have been found to have a significant impact on employee happiness.

With the average age in India being on a lower side as compared to many other countries, the working population has also become younger, particularly in IT sector. The physical, ergonomic, interiors, and sensory aspects of workplace have been studied extensively and inclination of various age groups towards a particular design were established. This resulted in organizations introduce initiatives that are liked by the younger generation and make the workplace enjoyable for them. A substantial focus has been placed on design of workplaces. Research findings established that a well-designed workplace significantly improves communication, teamwork, stress level and job satisfaction.

The IT sector is characterized by dynamic work environments, often involving long hours, high workloads, and the need for creativity and innovation. The design of IT workplaces can influence employee happiness. It is believed that workplace design including the various aspects of it may have significant impact on the happiness of employees, especially in IT sector that employs a large number of young persons. The present study is aimed at shedding light on specific workplace design factors that influence employee happiness in IT and to provide insights that can positively impact employees' lives, organizational success, societal well-being, job satisfaction and improve overall employee performance and retention in the Indore region in the IT sector.

4. OBJECTIVES OF THE STUDY

The objective of the study on Workplace Design and Employee Happiness in the IT sectors is to investigate the specific relationship between workplace design and employee happiness within each sector. The study intends to accomplish the following objectives:

1. To investigate into workplace design in IT industry.
2. To study employee happiness and it's factors in IT sector.
3. To analyze if workplace design has any significant impact on employee happiness and its factors.
4. To study if perception about impact of workplace design on employee happiness differ significantly between Genders.
5. To study if perception about impact of workplace design on employee happiness differ significantly between Age Groups.
6. To open new vistas of research.

5. RESEARCH METHODOLOGY

5.1 THE STUDY

The research work will be 'Descriptive Study' where Employee happiness is dependent variable and workplace design is independent variable. The study will also examine if the perception of workplace design in relation to employee happiness differs significantly between genders and age groups.

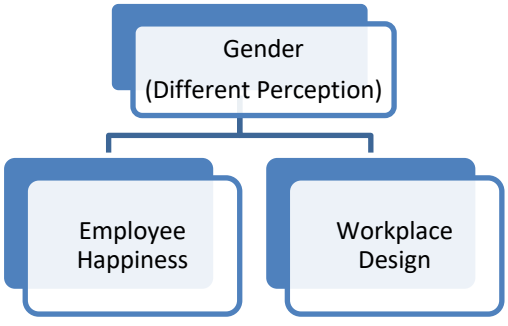

Figure 1: Gender

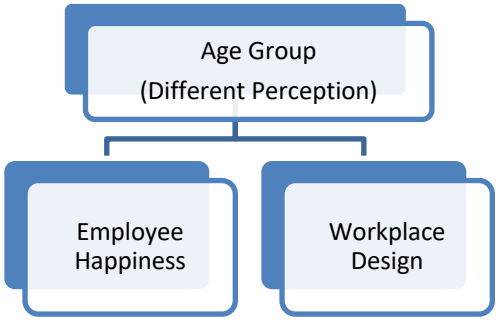

Figure 2: Age Group

5.2 THE DESIGN

The study is exploratory in nature. For gathering of information "Survey" method will be used from IT sector employees. In line with the objectives set, a total of 400 samples will be collected from various IT organizations in Indore. Equal representation in respect to Gender (Male & Female) and Age Groups (20-30 Yrs. & 35-40 Yrs.) will be ensured in the following manner in the sample collected.

Age Group	**Gender**		Total
	Male	**Female**	
20-30 Yr.	100	100	200
35-40 Yr.	100	100	200
Total	**200**	**200**	**400**

Figure 3: Sampling Plan

5.3 THE SAMPLE

The research involves selecting a representative sample from IT Sector. Survey opinion of employee will be taken. The sampling strategy may involve a combination of random sampling and purposive sampling techniques. The target sample size will be 400 determined based on the scope and resources available for the study. As shown in figure 03, Middle and junior level executives will each be taken into consideration by taking 200 Male & 200 Female sample as per Age group. Junior developers, IT support technicians, and trainees are examples of junior level personnel; developers, systems administrators, and database administrators are examples of mid-level employees. These level of employee's positions will be considered for sampling.

5.4 THE TOOLS

A scale to evaluate workplace design will be developed using established method for scale development. The scale, once administered is expected to unfold the dimensions of workplace design. For measuring happiness of employees, a standardized suitable scale will be used. Multiple data collection methods will be employed to gather comprehensive data on workplace design and employee happiness. These may include:

A. **Surveys and Questionnaires**: Structured surveys will be distributed to employees in the IT sector to assess their perceptions of workplace design, satisfaction levels, and overall happiness.

B. **Observation and Documentation**: Will observe and document the physical aspects of workplace design, including the layout, amenities, and overall atmosphere. This observational data will complement the survey and interview findings.

The analysis of data will be carried out using suitable statistical methods including correlation, z-test or t-test. Available software will be utilized for this purpose.

6. IMPLICATIONS

Understanding the specific design factors that contribute to employee happiness in the IT sector can help organizations optimize their work environments to attract and retain talented IT professionals. By exploring the relationship between workplace design and employee happiness in IT sectors, this study aims to contribute to the existing body of knowledge and provide practical insights for organizations seeking to create supportive work environments that promote employee satisfaction and productivity. Ultimately, the findings of this study can serve as a valuable resource for managers, human resource professionals, and organizational leaders in their efforts to design workplaces that prioritize employee happiness and well-being. The findings of this study will have practical implications for organizations and policymakers in IT sectors. It can inform the development of policies, practices, and interventions that promote a positive work environment, enhance employee well-being, and improve organizational outcomes.

7. CHAPTER OUTLINE

1. Chapter 1: Introduction

    - Conceptual Framework
    - Rationale
    - Objectives

2. Chapter 2: Review of Literature

3. Chapter 3: Research Method

    - The Study
    - The Design
    - The Sample
    - The Tools

4. Chapter 4: Results

5. Chapter 5: Discussion and Limitations

6. Chapter 6: Summary, Conclusions and Suggestions

7. Chapter 7: Implications

8. References

9. Appendices

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